

In the Fall of 2023, Creighton School District adopted a Student Outcomes Focused Governance (SOFG) framework to ensure a focus on improving student outcomes. This infographic provides information on SOFG and describes the initial efforts the district has taken to implement an SOFG framework.

WHAT IS STUDENT OUTCOMES FOCUSED GOVERNANCE?

A STUDENT OUTCOMES FOCUSED GOVERNANCE FRAMEWORK

The SOFG framework is based on the idea that “student outcomes don’t change until adult behaviors change.”¹ Using SOFG, the Creighton School District School Board aims to **create conditions that support improving student outcomes**.

The SOFG Framework² is structured around six research-informed competencies:



VISION AND GOALS

A shared understanding of what the community desires to accomplish for all students and policy statements to achieve these student outcomes.



MONITORING & ACCOUNTABILITY

Systems to determine whether current progress aligns with the goals and guardrails.



UNITY & TRUST

The Board leads with one voice in pursuing the goals and uses ethical governance procedures.



GUARDRAILS

A shared understanding of what the community considers important that defines actions leaders may not use or allow in pursuit of district goals.



COMMUNICATION & COLLABORATION

Transparent leadership that includes stakeholders in the pursuit of the goals.



CONTINUOUS IMPROVEMENT

The Board invests time and resources toward improving its focus on the goals.

To implement the SOFG framework the school board must first identify district goals and guardrails:

VISION AND GOALS

The vision and goals in an effective SOFG framework:

- ✓ Describe the **community’s vision** for the future direction of the school district.
- ✓ Distinguish between inputs, outputs, and outcomes and pertain only to **student outputs and outcomes**.
- ✓ Are **S.M.A.R.T. goals** (Specific, Measurable, Attainable, Results-Focused, and Time Bound).



GUARDRAILS

Guardrails in an effective SOFG framework:

- ✓ Are based on **community values**, and the strategic plan **vision**, and **goals**.
- ✓ Identify specific actions that district leaders **may not use or allow** in pursuit of the district’s student outcomes goals.
- ✓ **Do not undermine** the district’s ability to meet goals, but often require leaders to accomplish them in a different way.



INFOGRAPHIC: STUDENT OUTCOMES FOCUSED GOVERNANCE

STUDENT OUTCOMES FOCUSED GOVERNANCE AT CREIGHTON SCHOOL DISTRICT

Following adoption of SOFG and training related to its implementation, Creighton School District has established the following:



VISION AND GOALS



VISION STATEMENT

*Creighton neighborhood schools inspire
adventurous thinkers,
collaborative learners,
and kind-hearted leaders.*

BOARD GOALS

- The percent of **8th grade students** that score minimally proficient on **AASA Math** will decrease from 73% on August 2023 to **48%** by August 2028.
- The percent of **8th grade Black students** that score proficient on **AASA Math** will increase from 0% on August 2023 to **28%** by August 2028.
- The percent of **emerging multilingual students** that increase one or more levels on **AZELLA** will increase from 25% in August 2023 to **40%** by August 2028.
- The percent of **third-grade students** who score proficient on **AASA** in English Language Arts will increase from 18% in August 2023 to **41%** by August 2028.

Note: AASA stands for Arizona's Academic Standards Assessment, EL refers to English Learners, and AZELLA stands for the Arizona English Language Learner Assessment.



GUARDRAILS

BOARD GUARDRAILS

- The Board will spend no less than 50% of its **meeting time monitoring progress** on student outcome goals – starting at zero today and will be 50% by end of 2024.
- The Board will not allow five years to pass without an **Equity audit**, a **policy review** and a **SPED review**.
- The Board will not conduct its duties without **including students, families, teachers, staff and community members** (inclusive of those that speak languages other than English) in a manner that inspires **broad community ownership** of board policy.
- The Board will not perform or appear to perform any of the **responsibilities delegated to the Superintendent**.

SUPERINTENDENT GUARDRAILS

- The superintendent will not neglect **student social emotional health, wellness and development**.
- The superintendent will not cause or allow conditions, practices, or procedures that are **inequitable or insufficient for students**.
- The Superintendent will not allow the District to operate without a **system to recruit and retain strong teachers** by empowering staff through culturally relevant and differentiated professional development.
- The superintendent shall not allow adult convenience or preference to **take priority over the academic progress of students**.